IDA

INSTITUTE FOR DEFENSE ANALYSES

User Manual for IDA
Reading Guide Website Visitors

Wade P. Hinkle, Project Leader
Milton L. Tulkoff
Rachel D. Dubin

IDA

The Institute for Defense Analyses is a non-profit corporation that operates three federally funded research and development centers to provide objective analyses of national security issues, particularly those requiring scientific and technical expertise, and conduct related research on other national challenges.

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Executive Summary

This document serves as a guide for users of the Defense Resource Management Reading Guide website created by the Institute for Defense Analyses (IDA). The IDA Reading Guide website (http://www.readingguide.org) was developed as a companion piece to the IDA study, *Planning, Programming, and Budgeting System (PPBS)/Multi-Year Programming Reading Guide* (IDA document D-4057, September 2010). The Reading Guide publication and the website support the U.S. Department of Defense (DOD) program, Defense Resource Management Studies (DRMS). For more than two decades, DRMS has assisted over thirty U.S. security partners worldwide in improving their defense resource management capabilities.

The Reading Guide is intended to provide up-to-date and authoritative reference sources regarding international defense resource management practices.

Capabilities and Features

Major capabilities and features of the website discussed in this manual include, among others:

- Authoritative annotated citations

- Rapid access to publications identified on the site

- Rapid identification of libraries worldwide containing those publications

- New generation search tools allowing users to examine the full contents of all documents referenced on the site

- Intuitive organization of information and recommended reading sequence

- Wiki-like process for website refinements

Authoritative Annotated Citations

A central feature of the Reading Guide is a comprehensive set of authoritative annotated citations—developed by subject-matter practitioner experts—addressing each publication. The key portion of each annotated citation is the commentary: a short narrative that is designed to convey the essence of the publication, so readers can readily assess whether the publication suits their needs. The commentaries include bibliographic information; the author's credentials and the purpose of the publication; a concise

description and evaluation of the contents; and evaluation of the information source and its utility to potential readers. The annotated citations are easily accessible from "The Publications List" drop down menu on the Reading Guide website. Each annotated citation also provides information on the publication type, authors, international standard book number (ISBN), uniform resource locater (URL), key words, links to the full text, and commentaries.

Rapid Access to Publications

Website users can quickly obtain direct access to publications addressed by the Reading Guide and website. Access is provided either via direct download of publication files on the website or via links to third-party websites that allow direct and free public access to selected documents.

Rapid Identification of Libraries with Reading Guide Publications

The Reading Guide website provides access to the WorldCat organization website—a global collection of library catalogs that provides information on public and other libraries throughout the world where Reading Guide documents can be obtained; bookstores and mail-order locations where users may purchase Reading Guide documents of interest; and other sources. A powerful feature is the ability of WorldCat to discern the actual, current geographic location of users and to provide them with a list of libraries worldwide, starting with those closest to their current locations.

New Generation Search Tools

This search function differs from most website search capabilities in that it does more than just locate information within the narrative material contained throughout the website itself. In addition, it also searches the full contents of the publications that are available as downloadable files on the Reading Guide website. This enhanced search capability will significantly facilitate research and analysis by website visitors. All of the documents that are downloadable on the website have been processed to make them fully searchable (regardless of whether or not they were originally created to be searchable). The combination of the ability to rapidly search the full contents of all of the documents on this website (that are downloadable) and the availability of fully searchable documents provides a powerful research tool for users.

Intuitive Organization of Information and Recommended Reading Sequence

The website provides multiple options for reviewing—and obtaining information on—the list of publications. Those options include viewing the list by group, as well as by functional topic, by author, and by publication title. The "By Group" menu option is, in effect, the core of the website. It categorizes the publications selected for the Reading

Guide into relevant collections of references sharing common characteristics and presents them in a recommended reading sequence that the IDA study team believes will be most meaningful and helpful to users of the Reading Guide website—novices as well as experienced practitioners, researchers, and academics.

Wiki-like Process for Website Refinements

The website encourages users to nominate, through a wiki-like process, additions and deletions to the reference sources. These user recommendations will be reviewed for quality, annotated, and implemented on the website by subject matter expert curators to create a "living" body of references and readings.

Organization

This document is organized into three chapters and five appendices.

Chapter 1, Overview, provides background on the Reading Guide website.

Chapter 2, Using the Reading Guide Website, provides helpful hints and a discussion of the special features of the website.

Chapter 3, Website Technical Overview and Principal Functions, elaborates on pertinent details of the Reading Guide website, accompanied by graphical displays.

The appendices present background on the DRMS program, a briefing on the Defense Resource Management Reading Guide publication and companion website, a site map of the Reading Guide website, a glossary, and a list of abbreviations.

Other Defense Resource Management Studies (DRMS) Publications

This publication represents only a portion of the work that IDA has pursued with the DOD regarding the DRMS program. The following publications document other aspects of IDA's work in this area.

Best Practices in Defense Resource Management. IDA Document D-4137. C. Vance Gordon, Wade P. Hinkle. Alexandria, VA: Institute for Defense Analyses. January 2011.

Defense Resource Management Studies (DRMS): Introduction to Capability and Acquisition Planning Processes. IDA Document D-4021. Mark E. Tillman, Alfred H. Gollwitzer, Gregory H. Parlier, Charles V. Fletcher, Wade P. Hinkle. Alexandria, VA: Institute for Defense Analyses. August 2010.

Force-Oriented Cost Information System (FOCIS) User's Manual. IDA Document D-4318. Charles V. Fletcher, Bonnie A. Glaser, Timothy J. Graves, Wade P. Hinkle, David Tran, James L. Wilson. Alexandria, VA: Institute for Defense Analyses. In Draft. To be published in 2012.

Institute for Defense Analyses. "IDA Reading Guide: Planning, Programming and Budgeting (PPBS), Multi-year Programming, Defense Resource Management" website. http://www.readingguide.org/.

Planning, Programming, and Budgeting System (PPBS)/Multi-Year Programming Reading Guide. IDA Document D-4057. Milton L. Tulkoff, C. Vance Gordon, Rachel D. Dubin, Wade P. Hinkle. Alexandria, VA: Institute for Defense Analyses. September 2010.

References for Capability Assessment, Acquisition Planning, and Cost Estimation. IDA Document NSD-4400. Wade P. Hinkle, Milton L. Tulkoff, Rachel D. Dubin. Alexandria, VA: Institute for Defense Analyses. August 2011.

Contents

Appendices

1.   Overview

This document serves as a guide for users of the Institute for Defense Analyses' (IDA) Defense Resource Management Reading Guide website. This website—fully activated in June 2011—was developed as a companion piece to the IDA document, *Planning, Programming, and Budgeting System (PPBS)/Multi-Year Programming Reading Guide* (IDA Document D-4057, September 2010, hereafter the Reading Guide). Both the Reading Guide publication and the website support a Department of Defense (DOD) program entitled Defense Resource Management Studies (DRMS) that for more than two decades (since the early 1990s) has assisted over thirty U.S. security partners around the world in improving their defense resource management capabilities.

The primary objectives of the Reading Guide publication and website are to:

- Support the development, refinement, and use of analytically-based international best practices for defense resource management world-wide

- Provide IDA DRMS country assistance teams with up-to-date reference information for their use in supporting nations in developing improved resource management processes and practices

- Provide defense and security officials in countries currently engaged in DRMS programs or that are considering undertaking DRMS programs in the future with an authoritative collection of information that will enable them to improve their understanding of defense resource management

- Provide countries worldwide and U.S. Government organizations currently engaged in resource management activities or that may undertake such activities in the future with an authoritative collection of information that will enable them to improve their understanding of resource management

- Provide the United States and international defense resource management and defense analysis communities with an up-to-date baseline compendium of information sources and selected tools/technologies to support a wide range of research

A. Organization

This document is organized into three chapters and five appendices.

Chapter 1, Overview, provides background about why IDA developed the Reading Guide website.

Chapter 2, Using the Website, provides helpful hints and a discussion of the special features of the website.

Chapter 3, Website Technical Overview and Principal Functions, elaborates on pertinent details of the Reading Guide website, accompanied by graphical displays.

Appendix A provides background on the DRMS program.

Appendix B contains a briefing on the *Defense Resource Management Reading Guide* publication and the companion website.

Appendix C displays a site map of the Reading Guide website.

Appendix D contains a glossary.

Appendix E lists illustrations.

Appendix F lists abbreviations.

B.   Background on the Website

The DOD/Office of the Secretary of Defense (OSD)—with the support of IDA—has been assisting nations throughout the world on defense resource management matters for more than two decades under the DRMS program. A principal activity of DRMS entails sending DRMS teams to countries around the world that have requested U.S. assistance in implementing improved defense resource management processes and systems. The DRMS work with those nations includes conducting joint studies and providing advice and assistance regarding approaches for implementing improved defense resource management specifically tailored to the needs of each country.

During the course of these visits a frequent comment by country officials has been that—in addition to the visit-specific advice, assistance, and instructional materials typically provided by the DRMS team—it would be enormously helpful to have a bibliography or reading list that addresses the full defense resource management subject area and related topics. They view such a compendium as enormously important for several reasons: 1) to enable their resource management officials and staff personnel over the medium and long-term to broaden and deepen their understanding of the overall topic of defense resource management worldwide; 2) to stay abreast of ongoing developments regarding this important topic; and 3) to assist them in achieving the most efficient and effective use of their scarce defense resources.

When IDA initially began receiving such requests, the assumption (and response) was that undoubtedly such bibliographies and reading lists should be widely available— even though the IDA study team was not aware of any specific compendiums of that type

that could be recommended. Over time, however, the realization set in that, surprising and inexplicable as it may be, such compendiums apparently did not exist (certainly not in a form that was easy to access and comprehend and kept up-to-date) and if IDA wished to be of assistance to its international colleagues, IDA would have to create such a repository of reference material. Hence, the recent decision by IDA and the DOD DRMS sponsor to undertake an initiative to develop the Reading Guide publication (which is intended to be maintained as a "living" document) and the companion Defense Resource Management Reading Guide website.

During the early stages of the development of the Reading Guide, and thereafter, the IDA study team conducted frequent brainstorming sessions to explore the types of information and features that should be included to best meet the needs of potential readers and make it as helpful and user-friendly as possible. Those sessions led to the incorporation of innovative and useful features and approaches within the Reading Guide publication (e.g., designation of a specified reading sequence for publications in the Reading Guide and highly candid and objective annotated citations using a standardized format to facilitate comprehension). However, it also became clear that some important requirements could not be fully addressed solely by refinements to the publication itself. One of the most important such requirements entailed making it possible for users of the Reading Guide publication to gain quick and easy access to the references that are highlighted within the Reading Guide. This objective could best be achieved in the form of a Reading Guide companion website.

Once the decision to establish the companion website was approved, the IDA study team recognized that a range of other features could be of great interest and use to both the readers of the Reading Guide publication and the website users (e.g., an enhanced search function). Also, the team understood that the website would be especially important in facilitating efforts to make the Reading Guide publication a living document (e.g., by enabling the posting of new publications and newly-discovered old publications that were considered for future editions of the Reading Guide publication.) Likewise, the website will enable the expansion of resource management information sources beyond traditional documents, articles, and books to include multimedia (e.g., video and audio) sources and perhaps even streaming pertinent symposia sessions and conferences.

2. Using the Reading Guide Website

This chapter explains the key website features and how to begin quickly using it to locate and access defense resource management publications.

A. Logging On

The website address is http://www.readingguide.org.

Visitors may access the website with a username and password. To request a password, please contact the User Guide Website editors at readingguide@ida.org. Please include your full name, organization, and country of residence. (Though not mandatory, IDA also welcomes any information on the nature of the user's interest in the Reading Guide website.)

IDA employees who log in via the IDA network or via their IDA virtual private network (VPN) connection are automatically recognized and registered, thus, do not need to use a login name and password to gain access to and use the website functions available to all visitors. IDA employees who need to login without using the IDA network or IDA VPN should follow the guidelines, above, for visitors. IDA website administrators and editors must login via the IDA network or VPN and enter a user name and password to gain access to website functions necessary to perform their administrative and editorial responsibilities.

B. About This Website

Located in the middle of the home page, just below the tabs, is the website welcome message, which provides visitors with basic information, an orientation on the website and on how to use it, and contact information. Users of the website are encouraged to peruse this section during their first visit to the site.
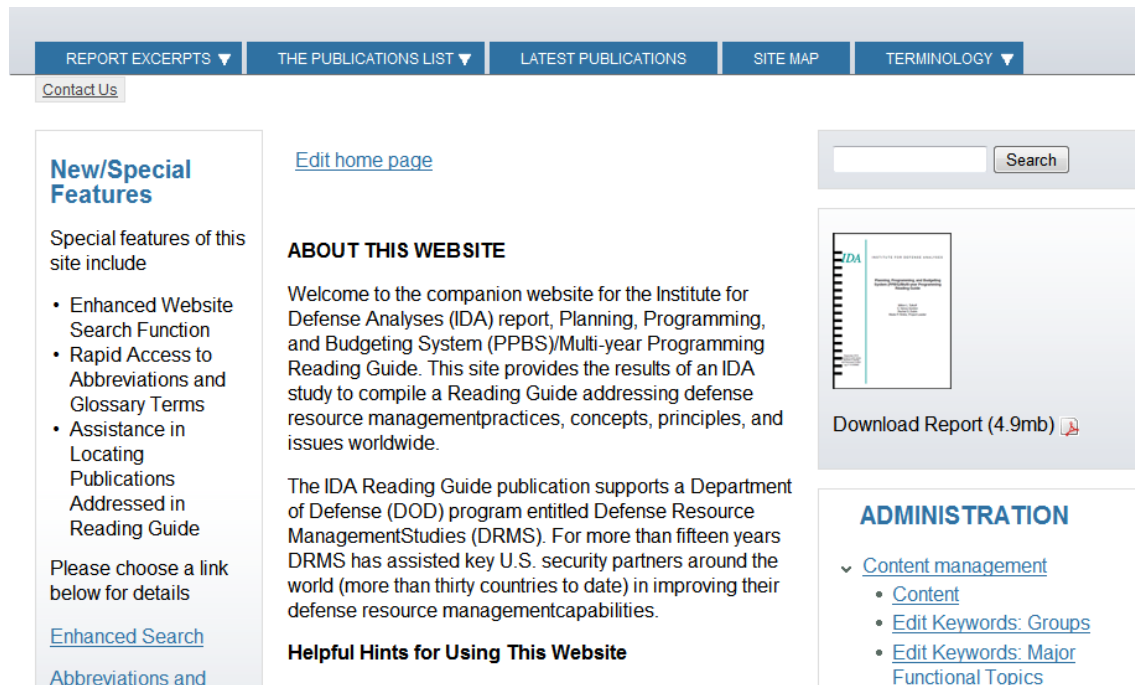
Figure 1. Website Welcome Message

C. Helpful Hints for Using the Website

Website users interested in gaining immediate access to the list of publications addressed in the Reading Guide and pertinent details regarding those publications should click on "The Publications List" tab at the top of the home page. This tab provides multiple options for reviewing—and obtaining information on—the list of publications. Those options include viewing the list by group, as well as by functional topic, by author, and by publication title.

The "By Group" menu option is, in effect, the core of the website. It categorizes the publications selected for the Reading Guide into relevant groups and presents them in a reading sequence that the IDA study team believes will be most meaningful and helpful to users of the Reading Guide and the website. The key component of the "By Group" menu option is the collection of annotated citations: IDA's evaluation/assessment of each of the publications highlighted in the Reading Guide and IDA's advice on each publication's potential utility to users of the Reading Guide and this website. The "By Group" menu option also provides direct access to the publications themselves or, depending on copyright issues and other factors, information on where to obtain those documents.

Users interested in learning more about the Reading Guide publication itself (why it was created, its intended uses, how it was developed, etc.), and about the DOD DRMS program, which sponsored the development of the Reading Guide publication and

website, may click on the "Report Excerpts" tab for access to selected sections of the paper (Executive Summary, Overview, Methodology, etc.). Alternatively, a copy (in PDF form) of the Reading Guide report in its entirety may be accessed by clicking the "Download Report" link near the top right portion of the home page.

Other information concerning the website and its contents can be accessed by clicking various self-explanatory tabs (e.g., Contact Us, Definitions, Site Map, etc.) located on the Home Page and elsewhere within the website.

D. New/Special Features

Briefly described below are some distinctive features of the Reading Guide website, which are intended to increase the website's functionality and enhance the user's experience while exploring and using the site. The selected features include: an enhanced website search function; a function that enables users to gain quick access to definitions of Reading Guide abbreviations and glossary terms; assistance in locating publications addressed in the Reading Guide; and identification of publications newly added to the site.

As additional noteworthy capabilities are added to the site, the New/Special Features section of the home page will be updated.

1. Enhanced Website Search Function

The Reading Guide website provides a search box (in the upper right-hand portion of each website page) that visitors can employ to rapidly locate information of special interest regarding defense resource management and related topics. This search function differs from most such website search capabilities in that it does more than just locate information *within the narrative material contained throughout the website* itself. In addition, it also searches the *full contents of the documents and publications that are available as downloadable files* on the Reading Guide website.

For instance, consider a situation where a resource management analyst is assisting national authorities in implementing an effective program element structure as part of an improved defense resource management process. The analyst could seek to refresh his understanding of the topic of program elements and how they are typically used in a country's resource management process by entering the term "program elements" in the search box. In this example, the website visitor would immediately find that the program elements topic is discussed in multiple Reading Guide publications, including several discussions within the Gordon, et al., publication, *Revolution, Counter-Revolution, and Evolution, A Brief History of PPBS.* In that publication, the website visitor would learn how program elements were originally established and used within the U.S. DOD PPBS. This search engine includes a spell check function. Thus, within limits, if there is a slight

misspelling, it will seek to identify which word the visitor intended to enter. Likewise, if there are slight variations of the terminology (e.g., use of the singular term, "program element," versus "program elements"), those variations would be identified as well.

While the search function is highly intuitive, website visitors are urged to review the "Enhanced Search" link on the website for helpful hints that could facilitate their use of this capability. One such guideline is that users should seek to ensure they have a very recent (or the latest) version of the Adobe Acrobat Reader on their computer (which can be downloaded for free from the Adobe website). Without a recent version of Acrobat reader, some users may experience problems with inconsistent highlighting of the search terms when those terms are located by the website search engine.

IDA's expectation is that this enhanced search capability will significantly facilitate research and analysis by website visitors. Please note that all of the documents that are downloadable on the website have been processed by the website editors to make them fully searchable (regardless of whether or not they were originally created to be searchable). The combination of the ability to rapidly search the full contents of all of the documents on this website (that are downloadable) and the availability of fully searchable documents provides a powerful research tool that users are encouraged to fully explore.

In certain instances—due to copyright regulations—IDA may not be currently authorized to provide some website users with the specific extract from the publication that the website search tool has located. In such cases, as a work-around, the website will provide the title and page number(s) of the document containing the information the user is seeking. The benefit of this work-around is that all users of the website will be able to determine whether or not the Reading Guide publications address topics of special interest to them and the page numbers where that information is located, whether or not they are able to immediately access the documents on the Reading Guide website or need to obtain them elsewhere (e.g., via public libraries or by purchasing them online or from brick-and-mortar book stores).

2.   Abbreviations and Glossary Terms

A familiar problem faced by users of websites is the need to obtain quick access to the definition of unfamiliar abbreviations and terminology encountered while perusing the site. On the Reading Guide website, definitions can be easily accessed by "mousing over" (i.e., placing the mouse on) the term of interest. If that term is in the Reading Guide glossary appendix or the abbreviations appendix, the user will instantaneously receive a floating text box (hover text) containing the definition.

3. Assistance in Locating Publications

Within the context of copyright laws and related restrictions, IDA is currently able to provide website users with direct access to a number of publications addressed by the Reading Guide and website. Such access is provided either via direct download of publication files on the website or via links to third-party websites that allow direct and free public access to selected documents.

Where copyright regulations and/or other restrictions prevent IDA from giving website visitors direct access to publications, the Reading Guide website provides access to the WorldCat organization website (http://www.worldcat.org/). WorldCat is a global collection of library catalogs that provides information on 1) public and other libraries throughout the world located in the website user's geographic area where the documents can be obtained; 2) special-access websites (e.g., Journal Storage (JSTOR) an online archive for academic journals) that Reading Guide website users may be authorized to gain access to (due to their employers' or educational institutions' agreements with such websites); and/or 3) bookstores and mail-order locations where users may be able to purchase the documents of interest.

IDA has made special efforts to enable website users to obtain easy access to as many publications/documents as possible that are addressed by the Reading Guide. IDA is currently limited by copyright regulations regarding the publications that can be provided to users of the website. Over time, IDA hopes to be able to obtain the necessary permissions to enable expansion of the number of publications readily available to users of this website. As IDA makes progress in this undertaking, website users will be notified in the New/Special Features sidebar on the home page.

E. Latest Publications

The intended purpose of this tab—when activated—is to enable visitors to the Reading Guide website to quickly and easily determine which publications have recently been added to the Reading Guide database. ("Recently" will be specifically defined when this feature is activated, but the IDA study team anticipates that it will cover a time period of several months). The objective is to avoid the necessity—for frequent users of this website—of repeatedly searching and reviewing the entire website to determine whether new publications that may be of interest have been added since the users' previous visit to the site.

As of the publication of this guide, this feature is not activated. Since the website has just recently been published online, *all* publications on the website would fall into the category of "recently added." Thus, no utility would be served by activating this feature now.

F. Feedback

IDA encourages visitors to provide feedback on their experiences using the website. To do so, click on the "Contact Us" tab, then complete and submit the form.

Readers of this document may also contact IDA via the following addresses:

Strategy, Forces, and Resources Division
Attn: DRMS Project Leader
Institute for Defense Analyses
4850 Mark Center Drive
Alexandria, VA 22311

readingguide@ida.org

3.   Website Technical Overview and Principal Functions

This chapter provides a brief technical overview of the website layout and detailed explanations about the principal functions.

A. Technical Overview

The Defense Resource Management Reading Guide website was built and is managed using the content management system Drupal and several related modules. The most important module is called Biblio, which enables the display of bibliographic information. Other modules of special importance are Apache Solr (which enables a search of the website based on user-selected words and phrases), and Glossary (which enables a glossary of terms and abbreviations to be compiled and displayed). Technical details on these modules are available at the following links:

- Drupal: http://www.drupal.org
- Biblio: http://drupal.org/project/biblio
- Apache Solr: http://drupal.org/project/apachesolr
- Glossary: http://drupal.org/project/glossary

B. Website Layout and Principal Functions

The home page, shown below, consists of a row of five blue tabs beneath the title, a welcome message (About This Website), and left and right sidebars.
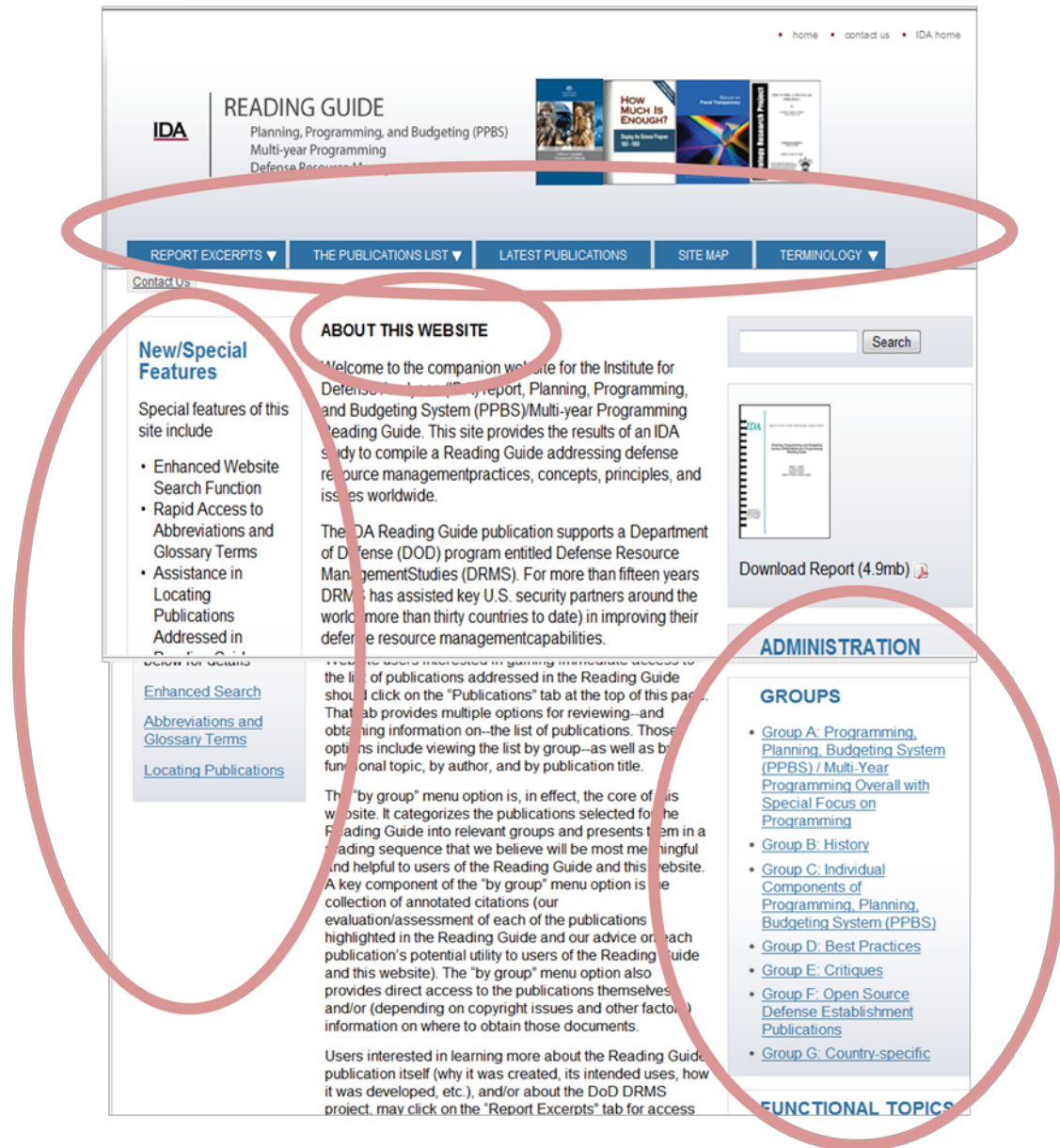
Figure 2. Reading Guide Website Home Page

Details of key home page functions are summarized below.

Across the top of the home page, there are five blue tabs that enable website users to access the principal website functions. From left to right, they are: Report Excerpts; The

Publications List; Latest Publications; Site Map; and Terminology. Details on these tabs are summarized below.
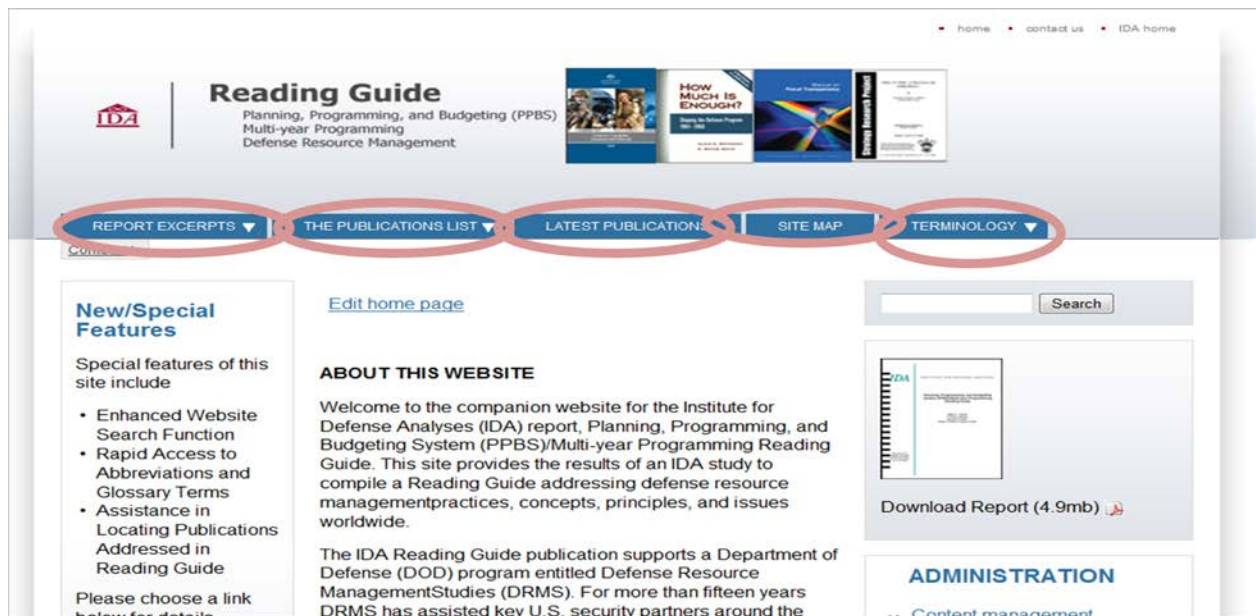
Figure 3. Principal Tabs

1. Report Excerpts Tab

Under this tab one will find a drop down menu of selected subsections of the IDA report, *Planning Programming Budgeting System (PPBS)/Multi-Year Programming Reading Guide*. These excerpts are intended to address aspects of the IDA report that IDA believes could be of special interest and assistance to website users. In some instances the excerpts largely represent chapters of the report and in other instances sub-sections of chapters. To obtain a comprehensive understanding of the Reading Guide, IDA encourages website users—at their convenience—to read the full report, which can be easily accessed by clicking on the report image in the upper right-hand area of the home page. However, the website has been designed to be fully usable by visitors whether or not they have read the report. The drop down menu that appears when the tab is moused over provides access to the following report subsections:

- Executive Summary
- Report Organization
- Overview
- Intended Uses of Reading Guide
- Methodology

- Results

- Future Updates–A Living Document

- Format for Annotated Citations

2. The Publications List Tab

This tab provides access to a drop down menu that lists the publications selected for the Reading Guide. The drop down menu provides four ways to search for publications—by group (which provides access to the annotated citations), by functional topic, by author, and by title.

By Group

This menu option is, in effect, the core of the website. Based on a detailed assessment of each of the publications selected for inclusion in the Reading Guide, the IDA study team has assigned each publication uniquely to one (and only one) of seven groups and has displayed them in a reading sequence it believes will best enable users to review, comprehend, and efficiently use the material in the Reading Guide publication. Within groups A through F, users can directly access the annotated citations—succinct, objective, and candid commentaries intended to convey the essence of each publication—by clicking on the publication title and, thus, quickly assess whether a publication of potential interest suits their needs. The documents in group G have received less screening and review than those in the other groups, and thus are listed with bibliographic information (author, title, publisher, etc.), but without annotated citations.

The seven groups are:

- Group A: Programming, Planning, Budgeting System (PPBS)/Multi-Year Programming Overall with Special Focus on Programming

- Group B: History

- Group C: Individual Components of Programming, Planning, Budgeting System (PPBS)

- Group D: Best Practices

- Group E: Critiques

- Group F: Open-Source Defense Establishment Publications

- Group G: Country-Specific

By Functional Topic

This menu option provides a display indicating which functional topics are substantively addressed by each of the Reading Guide publications. An individual publication may address multiple functional topics, a single functional topic, or—in a

very few instances—no functional topics. The list of functional topics currently displayed in the Reading Guide is not intended to be comprehensive. Rather, it represents an initial list of functional topics that the IDA study team thought would be of particular interest to Reading Guide readers. The principal criterion for identifying a functional topic with a publication is that it is quite substantively addressed in that document. (As noted earlier, there are a few instances where a document selected for the Reading Guide does not have any functional topics. For example, some of the historical publications included in the Reading Guide provide a good discussion of the origins of defense resource management and PPBS without addressing the substance of any single functional topic in sufficient detail to justify associating those publications with any of the functional topics identified for this display.) Over time, as the Reading Guide is refined and updated, the list of functional topics may be modified to meet user needs and interests.

The list of functional topics includes:

- PPBS/Resource Management Overall/Multiple Topics
- Planning
- Programming
- Budgeting
- Execution/Performance Review
- Systems Analysis/Cost-effectiveness Analysis
- Cost Analysis
- Capability & Acquisition Planning & Analysis/Mission Area Analysis
- Transparency/Combating Corruption

By Author and By Title

These displays allow visitors to view and access the publications in alphabetical order, respectively, by author and by publication title.

3. Latest Publications Tab

When activated, this tab will highlight the most recently acquired publications within the Reading Guide total set of selected publications. During the initial months following activation of the Reading Guide website, all publications would qualify as "most recently-acquired," thus no purpose would be served by such a list. See discussion of this topic in Chapter 2 for more details.

4.   Terminology Tab

This tab contains a drop down menu with three options. The first option, "Reading Guide Terminology," discusses terms used in describing the general subject matter of the Reading Guide. The second option, "Glossary," displays the list of definitions of specialized terminology used in the Reading Guide. The third option, "Abbreviations," provides a list of definitions of abbreviations used in the Reading Guide. As discussed in Chapter 2, the definitions of all glossary terms and abbreviations are accessible to users of this website (and those who download and read the Reading Guide publication online) by "mousing over" any of those terms wherever they may appear in the website.

5.   Site Map Tab

This tab provides a basic, standard outline listing of the pages within the website.

Clicking on the primary links allows the user to move to that portion of the website. The site map is also provided in Appendix C of this publication.

C. Sidebars

There are sidebars with multiple topics on both sides of the home page.

1.   Left-hand Sidebar: New/Special Features

The New/Special Features sidebar highlights features of the website that IDA believes could be of high interest and utility to most users and provides links to pages describing them, as shown in the screenshot (see Figure 4). Those features are: Enhanced Search, Abbreviations and Glossary Terms, and Locating Publications. The Enhanced Search feature page explains the website's enhanced search function, which enables a user to search within the full text of each Reading Guide publication made available on the website. The Abbreviations and Glossary Terms feature page explains that rapid access to the definition of abbreviations/terminology that appears in the annotated citations is provided via hover text (a text box that appears when the mouse is hovered over a word or phrase). The Locating Publications feature page explains how to locate publications and explains that not all publications are made available on the website due to copyright and other restrictions.

New/Special Features

Special features of this site include

- Enhanced Website Search Function
- Rapid Access to Abbreviations and Glossary Terms
- Assistance in Locating Publications Addressed in Reading Guide

Please choose a link below for details

Enhanced Search

Abbreviations and Glossary Terms

Locating Publications

Edit home page

ABOUT THIS WEBSITE

Welcome to the companion website for the Institute for Defense Analyses (IDA) report, Planning, Programming, and Budgeting System (PPBS)/Multi-year Programming Reading Guide. This site provides the results of an IDA study to compile a Reading Guide addressing defense resource managementpractices, concepts, principles, and issues worldwide.

The IDA Reading Guide publication supports a Department of Defense (DOD) program entitled Defense Resource ManagementStudies (DRMS). For more than fifteen years DRMS has assisted key U.S. security partners around the world (more than thirty countries to date) in improving their defense resource managementcapabilities.

Helpful Hints for Using This Website

Website users interested in gaining immediate access to the list of publications addressed in the Reading Guide should click on the "Publications" tab at the top of this page. That tab provides multiple options for reviewing--and

Search

Download Report (4.9mb)

ADMINISTRATION

- Content management
  - Content
  - Edit Keywords: Groups
  - Edit Keywords: Major Functional Topics
  - Keyword Counts
  - Books
  - AntiSpam moderation

Figure 4. New/Special Features Sidebar

2.   Right-hand Sidebar: Groups

This sidebar contains links to the publications by group and provides an alternative method (to the approach discussed earlier) for accessing the "by group" material.
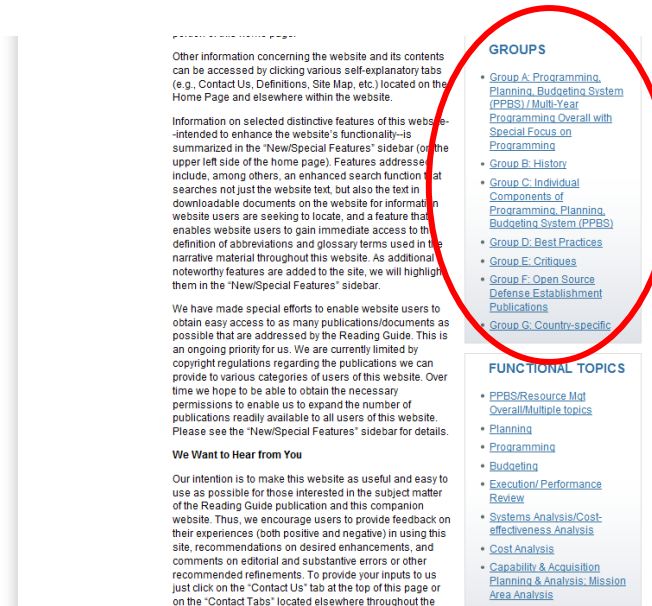
Figure 5. Groups Sidebar

3. Right-hand Sidebar: Functional Topics

This sidebar, located immediately below the Groups sidebar, provides links to the publications by functional topic and provides an alternative method (to the approach discussed earlier) for accessing the "by functional topic" material.

.
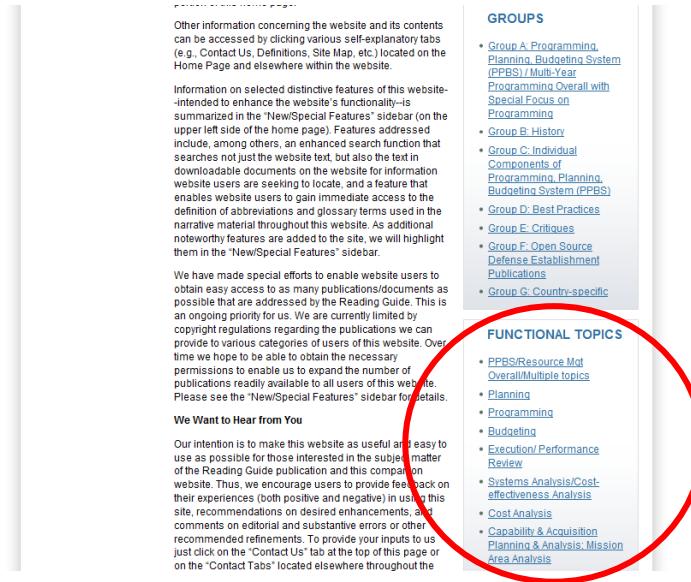
Figure 6. Functional Topics Sidebar

D. Contact Us Tab

To provide feedback, visitors can click on either the "Contact Us" link at the top of the home page or the "Contact Us" tab located in the upper left-hand corner of each page and fill out the form:

Figure 7. "Contact Us" Link and Form

Users' comments are emailed directly to the website editors and will be reviewed and evaluated with a view toward correcting errors and making refinements and changes to the website and to future editions of the Reading Guide. IDA views this mechanism as an important aspect of quality control and of ensuring that the website and Reading Guide continue to address the needs of its users. IDA will endeavor to respond promptly to comments that are submitted. **NOTE:** Due to security and other considerations, IDA is unable to automatically display users' comments on the website after they are submitted.

E. Annotated Citations

Whether searching by group, functional topic, author, or title, a list of the publications in that collection will display. The entry for each publication looks very similar to a bibliography entry and displays author, title, publication data, and date, as well as a link to the electronic version of the publication. To access the annotated citation, users should click on the *title* of the publication in the list.

The annotated citations—which include entries for type, authors, ISBN, URL, key words, links to the full text, as well as succinct, objective, and candid commentaries intended to convey the essence of a publication—provide readers with the ability to assess whether a publication suits their needs.

Figure 8 provides an illustration of a typical commentary in an annotated citation including the standardized formatting designed to facilitate comprehension. Please note that while the Description and Evaluation of Publication shown in this sample consists of one middle paragraph, the Description and Evaluation for some annotations encompass two or more paragraphs. However the bibliographic information is always contained in the first paragraph and the comments on publication are always provided in the last paragraph.
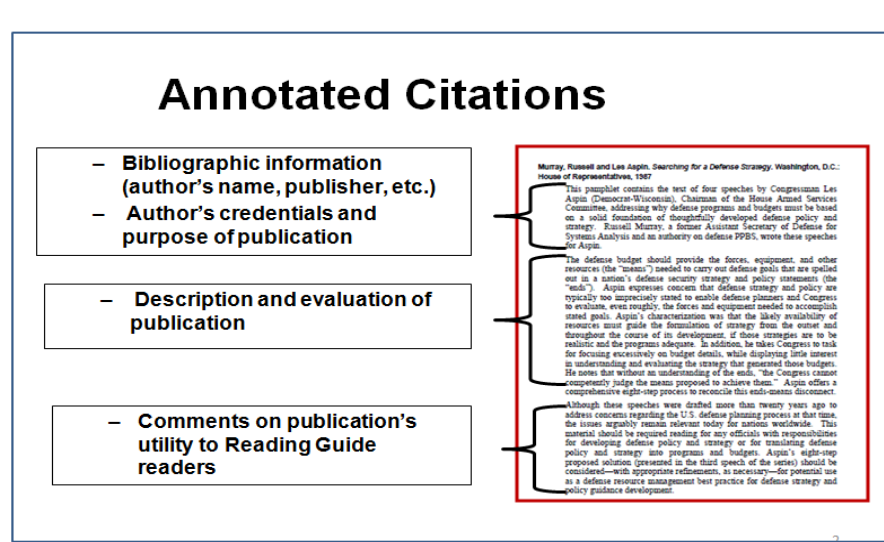
Figure 8. Organization of Commentary in Annotated Citations

Appendix A
Defense Resource Management Studies (DRMS) Program

The Defense Resource Management Studies (DRMS) program contributes to the United States Department of Defense's broader, worldwide, bilateral program to strengthen a host country's defense resource management practices. The Office of the Under Secretary of Defense for Policy (OUSD (P)) and the Office of the Secretary of Defense, (Program Analysis and Evaluation) (OSD (PA&E)) (recently reorganized and renamed Cost Assessment and Program Evaluation (CAPE)) established the Defense Resource Management Studies program in the early 1990s to help the United States' security partners increase their military capabilities through improved defense resource management.

The program has three primary objectives:

- Assisting key security partners in meeting security challenges through more effective and efficient resource management practices;

- Strengthening and enhancing the defense linkages between the United States and its partners through professional exchanges at the staff and senior levels;

- Enhancing transparency and accountability in partner countries through appropriate management and decision-making processes.

Origin of DRMS

The DRMS program evolved from a request for U.S. assistance from the Egyptian Ministry of Defense in 1990. OSD (PA&E) was asked by OUSD (P) to develop analytic techniques to assist the Egyptians in formulating an affordable multi-year plan for defense capabilities in light of the significant U.S. security assistance program. Shortly after the work in Egypt concluded, the North Atlantic Treaty Organization (NATO) asked its aspirant members in Eastern Europe to improve their capacities for defense resource management. In the early 1990s, OSD (PA&E) was asked to build on its Egyptian experience to devise ways to assist the NATO effort. Over the next decade, DRMS teams worked with their counterparts in all of the new NATO member and Partnership for Peace member countries except for Russia and Belarus. The program was subsequently extended to include U.S. security partners in other regions of the world. In total, the Institute for Defense Analyses (IDA) DRMS teams have conducted programs in thirty-nine countries in Europe, Asia, the Middle East, and Latin America.

How Defense Resource Management Studies Are Conducted

Since each country's defense resource management needs are unique, practices used in one country cannot be transferred in cookie-cutter fashion to another. In particular, the Planning, Programming, Budgeting, and Execution System (PPBES), as practiced in the United States, is complex and staff-intensive. As a result, DRMS adapts the principles used in U.S. defense resource management to the scale and circumstances of the host nation. These same principles are utilized in other defense ministries that employ modern management practices, and are also advocated by many international institutions that specialize in public resource management.

The program continually assesses the lessons DRMS country teams have learned from their experiences working with host nations. IDA has synthesized these lessons into a "standard" methodology that is complemented by materials that support work in new countries. This modular concept provides a four-phase, building block approach to management reform. The four phases are:

1. **Assessment:** A DRMS country program typically begins with a detailed assessment of the host country's current approach, including force, resource, and budget planning activities to document how well the existing system functions and identify opportunities for improvement.

2. **Preparation and Skill-Building:** The next phase focuses on suggestions to improve existing systems and procedures while concurrently preparing the host country to implement new management processes and procedures. A critical part of this phase involves identifying the personnel and organizational realignment needed to implement the new processes, and assisting in the development of specialized skills and information systems.

3. **Implementation:** The host country creates its first resource-constrained, multi-year program and budget using the new processes and procedures. The host country creates or modifies management and implementation directives to align with necessary adjustments.

4. **Sustainment:** Finally, a sustainment effort supports institutionalization of the defense reform effort, primarily from an advisory role.

The duration of a full DRMS program with a host nation that encompasses all four phases shown above, will vary from country to country, but it could be on the order of three years or more. (See Figure A-1 for a notional timeline.)

Phase	Year 1	Year 2	Year 3	Year 4
Assessment				
Preparation and Skill-building				
Implementation				
Sustainment				
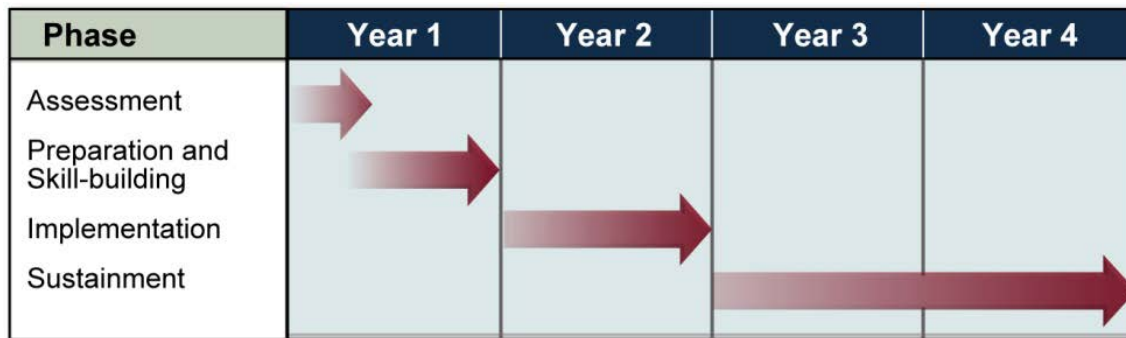
Figure A-1. Modular Approach Time Line

A complete set of supporting materials has been developed to present concepts and principles common to effective defense planning as it is practiced in many countries. The materials illustrate the steps needed in an integrated process from national-level policy-making through submission of the annual budget request. The materials consist of separate "modular" packages that include concept briefings, seminar-like skill-building exercises, and assessment questionnaires. They are complemented by computer-assisted simulations and skill-building analytic seminars.

Together, the materials are used to introduce concepts, assist the host country in exploring how best to design its internal management and decision-making process, build the staff skills necessary to implement the system, and begin analyzing the real-world resource issues confronting the host country's military and its budget. The modular approach is structured so that a host country need not commit itself at the outset to devising and implementing a completely revised management process. The host country can use results from the first two phases to determine the desirability and scope of such "process re-engineering," or simply elect to make a more targeted set of improvements.

In some countries, DRMS work is constrained in scope from the outset. These projects are shorter in duration (typically about six months) and are centered on introducing modern management concepts, skill-building, and demonstrating techniques. They can involve seminars, workshops, and staff exercises using materials adapted from the standard DRMS "modular" package, or off-the-shelf materials that previous DRMS teams have developed on specialized topics. Shorter-duration visits can also be used to assist host countries in completing specific studies of resource issues or to create specialized spreadsheet tools for analysis of particular issues.

All DRMS materials are designed to be used either early in the engagement with the host country, to present the broad concepts leaders need to understand the benefits of adopting these practices, or later, after a country has decided to implement these practices, to inform staffs of the specific process steps and analyses. In addition, the materials balance the broad concepts and theoretical underpinnings of resource management with specific drills and practice. The latter focus on specifics is, arguably,

more immediately useful to staffs because it enables them to more fully appreciate roles and workloads.

Throughout their engagements, the DRMS teams are careful to not press a host country into adopting U.S. practices or to adopt a U.S. Government policy position. Instead, the teams suggest a set of international best practices. These practices represent what has worked best from DRMS program experiences in more than thirty countries.

Products Typically Used by DRMS Country Teams

Resource management in many countries is centered on the well-known PPBES process flow, originally developed in the early 1960s under U.S. Secretary of Defense Robert S. McNamara (January 21, 1961–February 29, 1968). In many countries, work on a core and improved PPB system begins first. This was true for the NATO expansion countries that were initially the focus of IDA's DRMS efforts. To support this work, the DRMS program developed its first teaching simulation to demonstrate possible improvements in resource management.

Once a host country, with DRMS team assistance, has determined the types of improvements it desires in its resource management process, the DRMS team assists in the development of a work plan to introduce those improvements in a way that is culturally sensitive and most likely to produce the desired results within the project's timeframe. The work plan helps to achieve these common, essential objectives:

1. **Building Know-How:** Improving the skills and introducing the tools needed for sound practices.

2. **Organizing for Success:** Thinking through shifts in office organization, rules, and functions that are likely to result from the desired improvements.

3. **Developing Products and Obtaining Decisions:** Formulating recommendations and linking new analytic products to improvements in senior-level decision making processes.

To help accomplish these objectives, DRMS teams generally use three types of products (described below), based on the stated need and the lead time associated with the product (part of the approved work plan).

1. **Seminars:** Developed specifically for a country or adapted from a generic product and tailored for a country's specific needs. Generally, seminar development requires longer lead times as preparation and coordination can be extensive.

2. **Opportunity Instruction:** Developed in-country to address specific time-sensitive questions, these classes can be formal, but are, more often, informal

and ad hoc. Generally, these needs are not well known in advance so lead times will be short and can involve intense, overnight preparation.

3. **Real-World Document Preparation:** Developed both in- and out-of-country to support a host country's actual implementation of DRMS. This process is continuous and teams can be drawn into these activities with little notice.

Appendix B
IDA Planning, Programming, Budgeting System (PPBS) Reading Guide and Website Presentation

This appendix presents the "IDA PPBS Reading Guide and Website" briefing that was presented in June, 2011.

Agenda

- **Background**
- **Purpose**
- **Reading Guide Publication**
  - **Overview**
  - **Key contents/features**
- **Reading Guide Website**
  - **Overview**
  - **Objectives/features**
- **Demo of Website**
  - **Comments?**
- **Backup Slides**
  - **Website Potential Users**

2

Background

- **November 2010**: IDA Reading Guide published
  - Addresses defense PPBS/multi-year programming practices worldwide
  - Supports DoD Defense Resource Management Studies (DRMS) program
  - Since early 1990s, DRMS has assisted 30+ nations around world
- **June 2011**: Reading Guide Website implemented
  - Supports/complements Reading Guide publication

3

Purpose of Briefing

- **Describe developments**
- **Demo prototype website**
- **Obtain comments**

4

Reading Guide Publication

5

Reading Guide Publication Overview (1)

Objectives

- Support IDA effort to revalidate/update principles underpinning defense resource management
- Compile "reading guide" identifying good sources of information on defense PPBS/resource management practices worldwide
- Provide useful information and guidance to readers
- Be highly selective/seek "best of the best"

6

Reading Guide Publication Overview (2)

Primary focus:

- Fundamental concepts, principles, practices of PPBS/ resource management worldwide
  - Events that led to discovery or adoption of those principles and practices
  - Fundamental rationale for each principle, concept, and practice
  - Circumstances/factors that
    - Promoted successful implementation of PPBS/ resource management practices or
    - Contributed to implementation failure

7

Reading Guide Paper Overview (3a)

Reading Guide Intended Uses

- Support IDA DRMS work in developing "best practices" for defense resource management
- Provide US DRMS teams with information for assisting nations in improving resource management processes that:
  - Is up-to-date
  - Has been evaluated, vetted, and categorized
- Provide DRMS countries with information to improve their understanding of resource management
  - Suitable for experts and practitioners, as well as novices
- Provide U.S. and international defense resource management and defense analysis communities with:
  - Compendium of information to support wide range of research

8

Reading Guide Paper Overview (3b)

Types of information sources identified and reviewed

- Books, journals, periodicals, articles, documents, websites, etc.
- Open source, non-sensitive material only

Results

- Initial Search: 185+ publications
- Selected for Reading Guide: 35%
  - Annotated Citation Entries: (20%)
  - Country-specific pubs: (15%)

9

Reading Guide Paper Overview (3c)

Annotated Citations

- Bibliographic information (author's name, publisher, etc.)
- Author's credentials and purpose of publication

- Description and evaluation of publication

- Comments on publication's utility to Reading Guide readers

Murray, Russell and Les Aspin. *Searching for a Defense Strategy.* Washington, D.C.: House of Representatives, 1987

This pamphlet contains the text of four speeches by Congressman Les Aspin (Democrat-Wisconsin), Chairman of the House Armed Services Committee, addressing why defense programs and budgets must be based on a solid foundation of thoughtfully developed defense policy and strategy. Russell Murray, a former Assistant Secretary of Defense for Systems Analysis and an authority on defense PPBS, wrote these speeches for Aspin.

The defense budget should provide the forces, equipment, and other resources (the "means") needed to carry out defense goals that are spelled out in a nation's defense security strategy and policy statements (the "ends"). Aspin expresses concern that defense strategy and policy are typically too imprecisely stated to enable defense planners and Congress to evaluate, even roughly, the forces and equipment needed to accomplish stated goals. Aspin's characterization was that the likely availability of resources must guide the formulation of strategy from the outset and throughout the course of its development, if those strategies are to be realistic and the programs adequate. In addition, he takes Congress to task for focusing excessively on budget details, while displaying little interest in understanding and evaluating the strategy that generated those budgets. He notes that without an understanding of the ends, "the Congress cannot competently judge the means proposed to achieve them." Aspin offers a comprehensive eight-step process to reconcile this ends-means disconnect.

Although these speeches were drafted more than twenty years ago to address concerns regarding the U.S. defense planning process at that time, the issues arguably remain relevant today for nations worldwide. This material should be required reading for any officials with responsibilities for developing defense policy and strategy or for translating defense policy and strategy into programs and budgets. Aspin's eight-step proposed solution (presented in the third speech of the series) should be considered—with appropriate refinements, as necessary—for potential use as a defense resource management best practice for defense strategy and policy guidance development.

10

Reading Guide Paper Overview (3d)

Publications divided into seven groups

- *Group A: PPBS/Multi-Year Programming Overall, with Special Focus on Programming*

- *Group B: History of PPBS/Multi-Year programming*

- *Group C: Individual Components of PPBS/Multi-Year Programming*

- *Group D: Best Practices*

- *Group E: Critiques*

- *Group F: Examples of Defense Establishment Open-Source Pubs*

- *Group G: Country-Specific*

11

Reading Guide Paper Overview (3e)

Multiple Breakouts (in addition to groups), e.g.,

By Functional Topic		PPBS Reading Guide								
		Group A: PPBS/Multi-Year Programming Overall with Special Focus on Programming								
		Functional Topic								
Author	Publication	PPBS/Resource Mgt Overall/Multiple	Planning	Programming	Budgeting	Execution/ Performance Review	Systems Analysis/Cost-effectiveness	Cost Analysis	Capability & Acquisition Planning &	Transparency/ Combating Corruption
Hitch, Cha			X							
Enthoven, Smith			X							
Novick, Da		X								
IDA DRMS			X							
Sullivan, F			X							
Tagarev, T			X							
Hitch, Cha			X							
Hitch, Cha			X							

By Author

Appendix B,
Publications by Author

The number at the end of each entry refers to the page number in this Reading Guide where the publication can be found.

Anderson, Barry, Teresa Curristine, and Olaf Merk. "Budgeting in Norway." *OECD Journal on Budgeting* 6, no. 1 (2006): 8-41. 31

Anipa, Seth, Felix Kaluma, and Elizabeth Muggeridge. "Case Study: MTEF in Malawi and Ghana." Paper presented at the Department for International Development (DFID) Seminar on Best Practice in Public Expenditure Management, June 1999. 51

Anonymous. "Interview with Deputy Defense Minister Nodar Kharshiladze." *Georgia Today* 492 (January 1-24, 2010). 20

Anonymous. "Mid Learn Coach, Quarterback, or Both?" *Armed Forces Management* 15 (October 1969): 54-56. 44

Australian Government Department of Defence. *Defence Capability Development Manual.* Canberra: Department of Defence, Commonwealth of Australia, 2006. ...31

Bagratian, Susan. "Armenia Best Practice in Performance Budgeting", n.d. 20

Blöndal, Jon R. "Budgeting in Singapore." *OECD Journal on Budgeting* 6, no. 1 (2006): 46-82. 31

Blöndal, Jon R., and Daniel Bergvall. "Budgeting in Austria." *OECD Journal on Budgeting* 7, no. 3 (2007): 40-72. 31

Business Executives for National Security (BENS). "Changing the Pentagon's Planning, Programming and Budgeting System. Phase 2 Report and Executive Summary." N.p., 2000. 47

Business Executives for National Security (BENS). "Framing the Problem of PPBS." N.p., January 2000. 47

Choo, Hyun Deuk. "Participatory Budgeting in Bun-Gu, Korea." in OECD, *Focus on Citizens: Public Engagement for Better Policy and Services.* OECD Publishing, 2009. .52

Debets, Raphael. "Performance Budgeting in the Netherlands." *OECD Journal on Budgeting* 7, no. 4 (2007): 104-122. 31

Department of Defense. *National Defense Strategy of the United States.* Washington, D.C.: Department of Defense, June 2008. 49

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By Title

Appendix C,
Publications by Title

"'Armenia Best Practice in Performance Budgeting'." Bagratian, Susan. n.d. 20

"A Death in the Bureaucracy: The Demise of Federal PPB." Schick, Allen. *Public Administration Review* 33, no. 2 (March-April 1973): 146-156. 44

"A Decade in Review: New Zealand's Experience with Resource Accounting and Budgeting." Pallot, June. *Financial Accountability & Management* 17, no. 4 (November 2001): 383-400. 31

"A Framework for Choosing Defense Forces." Lloyd, Richmond M., and Dino A. Lorenzini. *Naval War College Review* (January/February 1981): 46-58. 44

"A Means of Comparing Military Budgeting Processes in South East Europe." Tagarev, Todor. *Information & Security* 11 (2003): 90-110. 20

Beyond Goldwater-Nichols Phase 1 Report: Defense Reform for a New Strategic Era. Murdock, Clark A., Michèle A. Flournoy, Christopher A. Williams, and Kurt M. Campbell. Washington, D.C.: Center for Strategic and International Studies, 2004. 49

"Budgeting in Austria." Blöndal, Jon R., and Daniel Bergvall. *OECD Journal on Budgeting* 7, no. 3 (2007): 40-72. 31

"Budgeting in Croatia." Kraan, Dirk-Jan, Daniel Bergvall, Daniel, Iris Müller, and Joachim Wehner. *OECD Journal on Budgeting* 6, no. 4 (2007): 8-80. 31

"Budgeting in Norway." Anderson, Barry, Teresa Curristine, and Olaf Merk. *OECD Journal on Budgeting* 6, no. 1 (2006): 8-41. 31

"Budgeting in Singapore." Blöndal, Jon R. *OECD Journal on Budgeting* 6, no. 1 (2006): 46-82. 31

"Budgeting in Slovenia." Kraan, Dirk-Jan, and Joachim Wehner. *OECD Journal on Budgeting* 4, no. 4 (2004): 56-95. 31

"Budgeting in Switzerland." Kraan, Dirk-Jan, and Michael Ruffner. *OECD Journal on Budgeting* 5, no. 1 (2005): 38-78. 31

"Budget Innovation in Singapore." Pugh, Cedric. *Asia Pacific Journal of Management* 2, no. 3 (May 1996): 157-175. 31

"Bulgaria Integrated Defense Resource Management." Tagarev, Todor. *Harmonie Paper* 17 (2004). 20

Building Integrity and Reducing Corruption Risk in Defence Establishments: Ten Practical Reforms. Pyman, Mark. London, UK: Transparency International, April 2009. 49

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Reading Guide Paper Overview (3f)

Living Document

- Intend publication to be
  - 'LIVING DOCUMENT'
- Update periodically to incorporate
  - Newly published material
  - Earlier publications we may have missed
  - Corrections
  - New groups/functional categories, appropriate
- Solicit readers' comments on:
  - Publications to be considered for inclusion in future editions
  - Publications to be considered for removal
  - Substantive errors
  - Editorial tweaks
- Thus, will evolve to meet users' changing needs

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Reading Guide Website Overview
(http://www.readingguide.org)

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Basic Objectives/Features of Website
(Near Term)

- Provide on-line access to:
  - Reading Guide
  - Publications addressed in Reading Guide and/or
  - Information on how to obtain those publications
- Enable access for diverse categories of users
- Enhanced Website Search Function   *Details*
- Rapid Access to Abbreviations/Glossary Terms   *Details*
- Assistance in Locating Publications Addressed in Reading Guide   *Details*
- Easy process for user feedback
- Support concept of "living" Reading Guide   *Details*

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Other Potential Objectives/Features of Website
(for Medium or Longer-term Consideration)

- Provide access to DRMS Resource Management Best Practices publication and related material
- Provide access to master glossary for DRMS publications
- Provide links to generally-related websites (e.g., Defense Acquisition University website **Details**
- Provide links to other pertinent material (e.g., video/audio of resource management presentations/events)
- Conduct on-line surveys of Reading Guide users
- Provide users with early access to newly identified pubs

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Demo of Prototype Website Option

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Comments?

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Backup

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Website Potential User Categories

Website Potential User Categories

- IDA DRMS Personnel
- IDA non-DRMS Personnel
- OSD/DoD DRMS Sponsor
- OSD/DoD Organizations Traditionally Interested in DRMS
  - E.g., OSD Policy
- Other US Government Organizations Interested in DRMS and/or Resource Management
- Other OSD/DoD
- Foreign Governments
  - Countries with ongoing DRMS programs
  - Previous DRMS Countries
  - Potential Future DRMS Countries
  - Others (Interested in defense resource management)
- Other Users US and Worldwide
  - Research Organizations
    - Non-Profit
    - Commercial
  - International Organizations (e.g., NATO, OECD, World Bank)
  - Others

Readers are encouraged to send requests for this publication and changes to:

Strategy, Forces, and Resources Division
Attn: DRMS Project Leader
Institute for Defense Analyses
4850 Mark Center Drive
Alexandria, VA 22311

readingguide@ida.org

Contact

Please provide feedback or comments regarding any of the site content. If you have concern about a specific page or entry please let us know to which page or entry you are referring.

Your name: *
mtulkoff

Your e-mail address: *
mtulkoff@ida.org
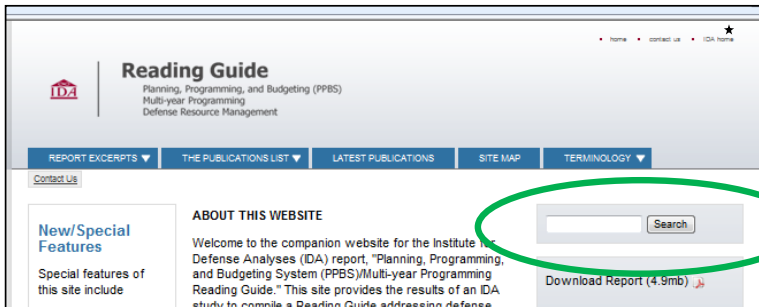
Subject: *

Message: *

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Special Features of Website

Enhanced Website Search Function

- Rapidly locates information of special interest to website users
- *Locates information :*
  - **Within narrative material throughout website** *AND*
  - **Within the publications themselves**
- *All publications (downloadable from website) are searchable*
- *Thus, serves as powerful research tool*

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Special Features of Website
Rapid Access to Abbreviations/Glossary Terms

- If term is in the Reading Guide glossary appendix or the abbreviations appendix,
  - User can instantaneously receive a floating text box (hover text) containing the definition

of the book's title and some of the examples, the fundamental concepts remain valid and applicable to current defense problems.

Parts 2 and 3 of this publication will serve as valuable reference material for practitioners and students of systems analysis, cost-effectiveness analysis, defense capability analysis, and related topics. Part 1 will be a valuable and unique reference for analysts engaged in macro resource planning(e.g., fiscal guidance development) in support of senior national security officials.

Full Text - Registered Users:
7_Hitch_and_McKean_Econ_Defense_Nuke_Age_1960.pdf

- Group Compo Progra Budget
- Group
- Group

A document typically issued by the senior leadership or chief financial officer that specifies the annual aggregated funding level to be used in resource planningby major components of the defense establishment for a multi-year medium-term planning period (e.g., three to six years).

Special Features of Website
Assistance in Locating Publications

- Website provides access to many publications addressed by the Reading Guide
- Access provided via
  - Direct download of PDF files on website or
  - Links to third-party websites
- WorldCat®

- When restrictions prevent such access, WorldCat link provides assistance in locating documents
  - Libraries in the website user's geographic area
  - Special access websites (e.g., JSTOR)
  - Bookstores and mail order locations
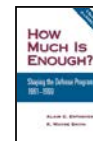
amazon.com

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Decision-Making for Defense

View | Edit | Outline | Track

Publication Type:
Book

Authors:
Charles J. Hitch

Source:
University of California Press, Berkeley and Los Angeles (1965)

ISBN:
978-0520005631

URL:
http://www.worldcat.org/title/decision-making-for-defense/oclc/1858433437?referer=&ht=edition

Keywords:
Budgeting| Group A: Programming, Planning, Budgeting System (PPBS) / Multi-Year Programming Overall with Special Focus on Programming| Planning| PPBS/Resource Mgt Overall/Multiple topics| Programming| Systems Analysis/Cost-effectiveness Analysis

Annotated Citation:
Charles J. Hitch is widely acknowledged as "the father of PPBS," given his role as the main architect of the PPBS process and a principal practitioner, as the Assistant Secretary of Defense (Comptroller) in DOD during the early to mid-1960s. This classic volume consists of four lectures Hitch delivered in 1965 providing historical context and explaining the fundamental rationale for the foundation components of PPBS.

The first lecture addresses the evolution – from 1789 through 1960 – of what Hitch

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Decision-making for defense

Author: Charles Johnston Hitch
Publisher: Berkeley, Calif. : Univ. of California Press, 1965.
Series: H. Rowan Gaither lectures in systems science
Edition/Format: Book : English   View all editions and formats
Rating: (not yet rated)   (0 with reviews - Be the first.

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Displaying libraries 1-6 out of 798 for all 10 editions

« First ‹ Prev 1 2 3 Next › Last »

Library	Held formats	Distance
1. Center for Naval Analyses ALEXANDRIA, VA 22311 United States	Book	< 1 mile MAP IT
2. IDA - ALEXANDRIA IDA Alexandria, VA 22311 United States	Book	< 1 mile MAP IT
3. Naval Res Lab ARLINGTON, VA 22217 United States	Book	4 miles MAP IT
4. US Army, Res Institute, Behavioral & Society Science ARLINGTON, VA 22202 United States	Book	4 miles MAP IT
5. Pentagon Library WASHINGTON, DC 20301 United States	Book	5 miles MAP IT
6. Congressional Res Service WASHINGTON, DC 20540 United States	Book	6 miles MAP IT

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Provide links to other generally-related websites

- **Examples:**
  - **- US Army War College**   **- Defense Acquisition University**
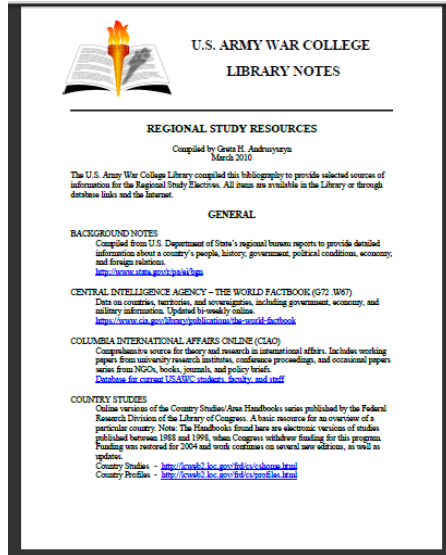
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Provide links to other generally-related websites

- NATO Research & Technology Org

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Appendix C
Reading Guide Website Site Map

Primary Links
- Report Excerpts
  - Executive Summary
  - Report Organization
  - Overview
  - Intended Uses of Reading Guide
  - Methodology
  - Results
  - Future Updates – A Living Document
  - Format for Annotated Citations
- The Publications List
  - By Group
    - Test - Group G
  - By Functional Topic
  - By Author
  - By Title
- Latest Publications
- Terminology
  - Reading Guide Terminology
  - Glossary
  - Abbreviations
- Site Map

Groups

- Group A: Programming, Planning, Budgeting System (PPBS) / Multi-Year Programming Overall with Special Focus on Programming (11)
- Group B: History (6)
- Group C: Individual Components of Programming, Planning, Budgeting System (PPBS) (7)

- o Group D: Best Practices (10)
- o Group E: Critiques (5)
- o Group F: Open Source Defense Establishment Publications (2)
- o Group G: Country-specific (25)

Administration
- o Log out

Groups
- o Group A: Programming, Planning, Budgeting System (PPBS) / Multi-Year Programming Overall with Special Focus on Programming
- o Group B: History
- o Group C: Individual Components of Programming, Planning, Budgeting System (PPBS)
- o Group D: Best Practices
- o Group E: Critiques
- o Group F: Open Source Defense Establishment Publications
- o Group G: Country-specific

Functional Topics
- ▪ PPBS/Resource Mgt Overall/Multiple topics
- ▪ Planning
- ▪ Programming
- ▪ Budgeting
- ▪ Execution/ Performance Review
- ▪ Systems Analysis/Cost-effectiveness Analysis
- ▪ Cost Analysis
- ▪ Capability & Acquisition Planning & Analysis; Mission Area Analysis
- ▪ Transparency/Combating Corruption

Appendix D
Glossary

Acquisition   Encompasses a wide range of activities related to acquiring
                         equipment, facilities, and services, including setting
                         requirements, procuring those items, and supporting them through
                         the entire life cycle.

Budget Guidance   Information typically issued by the Ministry of Defense chief
                         financial officer that provides detailed instructions for preparing
                         and submitting the annual budget request to all defense
                         establishment budget-submitting components.

Budget Planning   The process of translating the completed resource plan into an
                         annual budget request.

**Capability   An organization's ability to preplan and accomplish an objective
(General)**   and achieve the effects desired in a specified time period and
                         operating environment. Capability is generally a function of
                         organizational structure, including personnel and equipment on
                         hand, the readiness of personnel and equipment, training, and
                         sustainment.

**Capability   A military unit's ability to preplan and accomplish a mission and
(Military)**   achieve the effects desired in a specified time, operational
                         environment, and state of preparedness, where preparedness is the
                         sum of readiness and sustainment.

**Capability   A deliberate process that provides a coherent basis for:
Planning**   (1) implementing the major missions or objectives assigned in a
                         strategic plan;
                         (2) assessing the capability [see also Capability] to accomplish
                         assigned major defense missions or objectives; and
                         (3) developing broadly stated non-materiel or materiel-related
                         approaches that address the most important capability-related
                         challenges.

Cost Analysis	An economic evaluation process involving a wide range of techniques, including gathering (and assessing the accuracy and reasonableness of) cost-related data, and disaggregating, aggregating, categorizing, and analyzing cost information to obtain insights on relevant cost issues.
Crosswalk (in program budget context)	A tabular display that relates output-oriented program categories to input-oriented budget categories.
Defense Acquisition System	A systematic approach for assessing potential materiel options and developing affordable acquisition proposals that are designed to meet broadly stated operational needs in a timely manner and at a reasonable price.
Defense Budget Request	An agency or department's formal submission to headquarters seeking resources to operate for the coming year and providing formal justification for the requested level of funding.
Defense Capability Analysis	An assessment and evaluation of a military organization's ability to accomplish an objective and achieve the effects desired in a specified time period and operating environment. Capability is generally a function of organizational structure, including personnel and equipment on hand, the readiness of personnel and equipment, training, and sustainment.
Defense Planning Guidance	A principal consolidated document within planning, programming, and budgeting systems used by the defense establishment leadership (typically Minister of Defense) to provide guidelines to the Military Services and other defense components for preparing their multi-year defense program proposals.
Defense Program	A program for the defense establishment as a whole, developed from a review, assessment, and consolidation of the approved programs of all of the individual major components of the defense establishment.
Defense Systems Analysis	A systematic interdisciplinary approach to assessing the implications of defense policy issues.

Fiscal Guidance	A document typically issued by the senior leadership or chief financial officer that specifies the annual aggregated funding level to be used in resource planning by major components of the defense establishment for a multi-year medium-term planning period (e.g., three to six years).
Fiscal Transparency	An important attribute of well-designed resource planning processes that enables stakeholders to readily comprehend major functions and results and obtain clear information on key aspects of those processes.
Force Planning	Process of identifying forces and capabilities needed to implement national policy and strategy.
Joint Strategic Planning System	The process used by the U.S. Chairman of the Joint Chiefs of Staff to give strategic direction to the nation's Military Services and to provide advice to the President and the Secretary of Defense on defense capability requirements, programs, and budgets.
Major Program	Within planning, programming, and budgeting systems, a set of program elements that comprises a major defense capability, reflecting a key defense establishment mission or support function and including the resources needed to accomplish its mission or function objectives.
Major Program Structure	Within planning, programming, and budgeting systems, a list of the major programs that comprise all of the components, activities, and resources of the defense establishment.
Multi-year Programming	One of several terms used to describe a defense resource management process comparable to the Planning, Programming, and Budgeting System (PPBS) process.
Multi-year Resource Management	One of several terms used to describe a defense resource management process comparable to the Planning, Programming, and Budgeting System (PPBS) process.
National (Military) Strategy	The overarching basis for developing military plans and applying military power during peace and war to attain national objectives.

Operations Plan   A plan for accomplishing a stated objective using assigned and attached forces.

Participatory Management   Terminology used by former U.S. Secretary of Defense Melvin Laird to describe the decentralized management concept he introduced within the Department of Defense when he succeeded Robert McNamara as Secretary of Defense in 1969.

Partnership for Peace (PfP)   Partnership program between NATO and individual European and former Warsaw Pact countries and former Soviet Union republics, aimed at enhancing security and stability and addressing such issues as terrorism, disaster response, and proliferation of weapons of mass destruction. Current PfP countries are: Armenia, Austria, Azerbaijan, Belarus, Bosnia and Herzegovina, Finland, Former Yugoslav Republic of Macedonia, Georgia, Ireland, Kazakhstan, Kyrgyzstan, Malta, Moldova, Russia, Serbia, Sweden, Switzerland, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.

Planning, Programming and Budgeting System (PPBS)   A systematic, calendar date-driven process for identifying and funding defense and security-related needs; and assessing results achieved against established programmatic and financial management objectives.

Program Budget   One of several terms used to describe a defense resource management process comparable to the Planning, Programming, and Budgeting System (PPBS) process.

Program Element   The smallest aggregation of functional or organizational entities and related resources that are needed to perform a specific mission. For programming and budgeting purposes, each program element should be mutually exclusive and only assigned to one defense mission area. For mission area assessment purposes, *multi-purpose* program elements (e.g., units that can perform more than one mission) can be identified and attributed to more than one defense mission area.

Program Objective Memorandum (POM)	The Service-proposed, multi-year defense program based on fiscal guidance targets and program development guidance issued by the U.S. Secretary of Defense within the U.S. Planning, Programming, and Budgeting System (PPBS) process. The POM typically encompasses a comprehensive collection of data and narrative material, including a cover memorandum that summarizes the objectives of the program that is being proposed.
Program Package	Another term for major program. Within planning, programming, and budgeting system processes, a set of program elements that comprises a major defense capability, reflecting a key defense establishment mission or support function and including the resources needed to accomplish its mission or function objectives.
Public Expenditure Management	The process the government of a country uses to orchestrate the expenditure of resources to provide for the needs of the nation and its populace.
Resource Forecast	Within planning, programming, and budgeting systems (and similar resource management processes), the analytical activity of projecting funding expected to be available to the defense establishment for the multi-year planning period to ensure that resource planning is financially realistic.
Resource Management	The process by which the resources (funding, personnel, equipment, facilities, etc.) of an organization are used in the most efficient and effective manner to achieve desired objectives.
Resource Planning	A systematic basis for identifying the resources required to accomplish assigned or potential objectives or provide a capability [see also Capability]. In resource-constrained environments, it usually entails developing multi-year plans or annual budget proposals that allocate limited resources to the highest-priority objectives.
Service Budget Proposal	A proposed budget submitted by each of the Military Services.
Service Program	The total set of related activities and resources a Military Service has been authorized to implement to achieve specific capabilities or performance-based objectives.

Smart Procurement Initiative	The United Kingdom Ministry of Defence defense-acquisition concept intended to transform process and organizational structures to achieve faster, cheaper, and better procurement of defense equipment.
Strategic Planning	A deliberate process that identifies mid- and long-term challenges and planning options.
Systems Analysis	A systematic interdisciplinary approach to assessing the implications of defense policy issues.
Threat assessment	An estimate/evaluation of the potential defense capabilities foes could draw on to threaten or attack a country or group of countries.
Transparency in Government Expenditures	An important attribute of well-designed resource planning and government expenditure processes that enables stakeholders to readily comprehend major functions and results and obtain clear information on key aspects of those processes.

Appendix E
Illustrations

Figures

Appendix F
Abbreviations

BENS	Business Executives for National Security
BG-N	Beyond Goldwater-Nichols
CAPE	Cost Assessment and Program Evaluation
CNA	Center for Naval Analyses
DAS	Defense Acquisition System
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DFID	Department for International Development
DOD	Department of Defense
DOTMLPF	Doctrine, Organization, Training and Education, Material, Leadership, People, Facilities
DPG	Defense Planning Guidance
DRMS	Defense Resource Management Studies
IDA	Institute for Defense Analyses
IMF	International Monetary Fund
JCS	Joint Chiefs of Staff
JCIDS	Joint Capabilities Integration and Development System
JPG	Joint Programming Guidance
JSPS	Joint Strategic Planning System
JSTOR	Journal Storage
MTEF	Medium-Term Expenditure Forecast
MOD	Ministry of Defense
NATO	North Atlantic Treaty Organization
NDS	National Defense Strategy
NMS	National Military Strategy
NOAA	National Oceanic and Atmospheric Administration

NSS	National Security Strategy
OECD	Organization for Economic Co-operation and Development
OUSD(P)	Office of the Under Secretary of Defense for Policy
OSD	Office of the Secretary of Defense
OSD (PA&E)	Office of the Secretary of Defense (Program Analysis & Evaluation)
PEM	Public Expenditure Management
POM	Program Objective Memorandum
PA&E	Program Analysis & Evaluation
PfP	Partnership for Peace
PPB	Planning, Programming, Budgeting
PPBE	Planning, Programming, Budgeting, Execution
PPBES	Planning, Programming, Budgeting, Execution System
PPBS	Planning, Programming, Budgeting System
SDR	Strategic Defence Review
SPG	Strategic Planning Guidance
UK	United Kingdom
U.S.	United States
WPB	War Production Board

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14. ABSTRACT

This document is a users' manual for visitors to the Institute for Defense Analyses' (IDA) Defense Resource Management Reading Guide website. The primary purpose of the website is to provide up-to-date and authoritative reference sources addressing international defense resource management practices. The manual consists of three chapters and five appendices. Chapter 1 provides background on the website. Chapter 2 provides helpful hints and a discussion of special website features. Chapter 3 elaborates on pertinent details of the website. The appendices present background on the Defense Resource Management Studies (DRMS) program, a briefing on the Defense Resource Management Reading Guide publication and companion website, a glossary and list of abbreviations, and a website site map. Major capabilities and features of the site discussed in this manual include, among others: authoritative annotated citations, rapid access to publications identified on the site, rapid identification of libraries worldwide containing those publications, new generation search tools allowing users to search full contents of all documents on the site, intuitive organization of information, recommended reading sequence, and wiki-like process for website refinement.

15. SUBJECT TERMS

Planning, Programming, and Budgeting System (PPBS); Planning, Programming, Budgeting, and Execution System (PPBES); program budget; multi-annual programming; Defense Resource Management Studies (DRMS); defense resource management, fiscal transparency; systems analysis; cost-effectiveness analysis; cost estimation; defense capability assessment; defense capability planning; and defense acquisition planning

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